



# THE ROCKEFELLER UNIVERSITY

1230 YORK AVENUE · NEW YORK, NEW YORK 10021

*JL*  
confidential

March 19, 1979

## MEMORANDUM FOR THE RECORD

SUBJECT: Upjohn Company -- Interest in RU

### REPORT

On March 14, we received an unscheduled visit from:

Mr. Stephen P. Segale  
Medical Science Liason  
For Metabolic Diseases  
Upjohn Company  
315 Balchen Street  
Massapequa Park, NY 11762  
Phone Number (516) 541-3015

Mr. Segale dropped in on Bart to introduce himself and to pick up copies of our Annual Report/general information materials. Bart delivered him unto Pat Garvey and me for a conversation which touched on the following points:

- a. Upjohn (and other pharmaceuticals) are clearly in an "acquisition" mood. Upjohn has engaged a network of representatives (like Segale) to search out promising developments in medical schools and research institutions.
- b. Mr. Segale's search is focused on work related to metabolic diseases, but he stressed repeatedly that any promising efforts we wished to describe would be of interest.
- c. Mr. Segale is not empowered to make any judgments on research or to express official interest for the company. He is a "gatherer" of leads which are funnelled to headquarters in Kalamazoo. If there is interest, company medical executives follow up.
- d. Mr. Segale was tremendously enthusiastic about making contact with RU and its "tremendous productivity." He had already heard of Tony Cerami (especially Hemoglobin Alc) and intends to call Tony for an appointment. We did not encourage or discourage this.

PJG and I briefly outlined the breadth of University research. We also discussed frankly the special considera-

tions which usually define institutional relationships with pharmaceutical companies in general: i.e. ratio of interest level to profit potential; confidentiality of information; competitive interests of other companies; exclusive rights; unrestricted corporate grants versus "funded" research.

We also touched on the concept of a "Pharmaceutical Associates Program" which could provide an organized framework for contact with all major pharmaceuticals (more on this in forthcoming memo from PJG). Mr. Segale applauded any concept which widens communications between RU and the companies.

Mr. Segale left with the promise that he would read the RU Annual Report to see what possibilities it suggests. I expect we will hear from him with requests for reprints or further conversation. I am alerting Tony Cerami to Segale's specific interest in his work, and the fact that he might receive a call.

#### COMMENTS FOR DISCUSSION

This visit follows closely on negotiations which began in January between Akzona (Organon) Corporation and the Cerami lab. If this is the beginning of a trend in support of Segale's comment that "pharmaceuticals are acquiring..." then we might expect more contacts of this kind.

Some policy guidance is necessary in order to control these contacts to the institution's ultimate benefit. Also, we should define Development's role in fostering corporate relationships without brokering our faculty and their work.

PJG's working paper on a Pharmaceutical Associates Program will suggest a viable Development approach to the industry. But, I expect other administrative resources should arbitrate any formal relationships or contracts which might be proposed.

#### CAMPUS VISIT BY UPJOHN PRESIDENT

Coincidentally (?), William N. Hubbard, President of Upjohn has expressed interest to Dr. Lederberg in visiting the campus. As requested by JL, Dr. Hubbard will be invited to the spring Development Luncheons.

  
Barry W. Dress